

## INDUSTRIAL PSYCHOLOGY NEWSLETTER Number 7, September 2010



Die tyd het aangebreek vir die tweede nuusbriëf van 2010!

### UIT DIE VOORSITTER SE KANTOOR



**Prof Johan Malan: Voorsitter**

Die Departement Bedryfsielkunde het aan die begin van 2010 met 'n nuwe benadering ten opsigte van die opleiding van interns begin. Ons verwys daarna as bestuurde internskappe. Die benadering is reeds suksesvol geïmplementeer in die geval van internskappe vir psigometriste. Die koördineerder van die psigometrisinternskappe is dr Wim Myburgh. Die eerste inname van interns vir hierdie program het teen middel-Julie hul internskappe voltooi. Ons hartlike dank aan die toesighoudende sielkundiges wat ons hiermee behulpsaam was, by name:

Gerhard Gous  
Dr Thana Whitehead  
Dedré Lemmer  
Pieter Meiring  
Dr Kat Farquharson

Op die fotos verskyn Michelle Visser (US) en Pieter Meiring (Consol Class), asook Kat Farquharson (Psymetric) en twee interns, tydens die afsluitingsfunksie van die eerste semester se internskappe.



**Michelle Visser en Pieter Meiring**

With the appointment of ms Michelle Visser, as lecturer and co-ordinator of the industrial psychologist internship programme, during the beginning of the second semester, we may now be in a position to start aspiring to a similar approach in the case of the industrial psychologist internships.



**Anemarie, Kat Farquharson (Psymetric) en Madelein**

The Department has started to take its community involvement a notch higher with the assistance of its postgraduate students. We will hopefully be in a position to report on this project in the next newsletter.

Die geregistreerde navorsingsnisarea van die Departement, Bemagtigende Ontwikkeling, wat gefokus is op die optimale ontwikkeling van menslike hulpbronne uit die aangewese groepe, het nou begin vrugte afwerp, met 'n aantal magisterstudente, sowel as doktorale studente, wat reeds navorsingsvoorleggings daaromtrent voorgelê het, of besig is om dit voor te berei vir voorlegging. Die navorsingsnisarea behels die ontwikkeling van modelle vir die voorspelling van opleiding- en beroepsukses op verskillende vlakke van geskooltheid, die optimalisering van opvoedinge, opleiding- en ontwikkelingstrategieë en die vestiging van organisatoriese omgewings waarbinne bemagtigende ontwikkeling kan gedy. Dit is verder ook interessant om op te merk hoeveel navorsingsvoorleggings in die algemeen oor positiewe organisasiegedrag en die ontwikkeling van sielkundige kapitaal handel.

Departement Bedryfsielkunde wil graag sy dank betuig teenoor alle alumni en vriende wat ons op soveel verskillende maniere ondersteun en die Departement se beeld op eie inisiatief bemerk.

## CONFERENCES

**Dr Görgens-Ekermans** attended the *Canadian Psychological Association's* annual conference which took place in Winnipeg, Canada. She delivered two papers at a symposium on Emotional Intelligence, named: Emotional Intelligence: International Perspectives. The details of these papers are as follows:

**Ekermans, G.**, Saklofske, D. H., & Austin, E. J. (2010). Cross-national measurement invariance analysis of Canadian and Scottish Bar-On EQ-i: S data. Paper presented at the *2010 Annual Convention of the Canadian Psychological Association*, 3-5 June, Winnipeg, Canada.

**Ekermans, G.**, Burger, T., Swart, E., Saklofske, D., & Poole, J. (2010). Transferring an Emotional Intelligence intervention for teachers from a developed to a developing country: a Canadian and South African comparison. Paper presented at the *2010 Annual Convention of the Canadian Psychological Association*, 3-5 June, Winnipeg, Canada.

'n Referaat van **Prof Amos Engelbrecht** en me Jenna Kamps is aangebied by die Jaarlikse Kongres van SIOPSA wat vanaf 28-30 Julie 2010 te Johannesburg plaasgevind het. Die titel

van die referaat is: *"The influence of perceived diversity complexity and emotional intelligence on the attitude towards diversity"*.

**Dr Billy Boonzaier** attended The 10<sup>th</sup> China International Academic Seminar for Universities organised by the Capital University of Economics and Business, The Beijing Huaxia-Hull Research Center for International Education, and the China Thesis International Index Center, which took place at the Capital University of Economics and Business, Beijing, China. Dr Boonzaier was one of the recipients of the "Excellent Paper" awards.

The particulars of the paper delivered by him, are:

**Boonzaier, B.**, Janse van Rensburg, Y. & Boonzaier, M. 2010. *'Antecedents of Employee Engagement in Call Centres'*, 10<sup>th</sup> China International Academic Seminar for Universities, Beijing, 16 July – 19 July.



**Dr. Boonzaier, Professor Richard Ye from the California State University and the other recipients of the "Excellent Paper" awards.**

'n Referaat van mnr **Francois de Kock** en me Karien Stadler, getiteld: *"The use of talent reviews in succession planning: A case study"*, is aangebied by die "10th International Conference of the Arabian Society for Human Resource Management (ASHRM)" in Bahrain, Saudi Arabië wat vanaf 29-31 Maart 2010 plaasgevind het. Die tema van die kongres was "HR is business". Hierdie referaat het die trofee vir die "beste gevallestudie" verower.

## PUBLICATIONS

Dr **Görgens-Ekermans** het 'n artikel saam met 'n Australiese medewerker gepubliseer in 'n internasionale joernaal. Die besonderhede is as volg:

Gignac, G. & Ekermans, G. (2010). "Group differences in EI within a sample of black and white South Africans. *Personality and Individual Differences*", 49, 639-344.

An article of **Prof Ronel du Preez** and ms Claudia Mummmenthey was accepted for publication in the *SA Journal of Industrial Psychology*. The title of the article was: *Implementing efficient and effective learnerships in the construction industry*.

'n Artikel waarvan **Prof Ronel du Preez** 'n mede-outeur was, is vir publikasie aanvaar in "*Management Dynamics*". Die besonderhede van die artikel is: Du Preez, R & Van der Vyver, J (2010). Managerial and consumer perceptions of apparel store image: A congruity analysis. *Management Dynamics*, 19(1), 11-24,

### SKENKING AAN DEPARTEMENT

'n Skenking van 'n groot aantal akademiese boeke is deur me Glodi Tromp (weduwee van prof Dave Tromp) aan die Departement gemaak. Prof Tromp was vir 'n aantal jare verbonde aan die Departement, waartydens hy as voorsitter gedien het. Prof Tromp was ook voorheen verbonde aan die Bestuurskool van die Universiteit van Stellenbosch. Ons opregte dank aan me Tromp vir hierdie gebaar!



**Prof Dave Tromp**

### WERKSWINKELS

As part of dr Gina Görgens-Ekermans' visit to Calgary University, she presented a workshop on *Cross-cultural research methods and assessment*, at a research conference at Calgary University. The details of the workshop are:

**Ekermans, G.** (2010). *Cross-Cultural research methods and assessment*. Workshop presented at the 3<sup>rd</sup> Annual Faculty of Education Research Conference, Calgary University, 6-7 May, 2010, Calgary, Canada.

### STUDENTE

Die IPS, onder leiding van hul voorsitter, mnr Dirk Pretorius, het betrokke geraak by "Students in a free enterprise (SIFE)". Hierdie organisasie streef daarna om studente te motiveer om by gemeenskapsaksies betrokke te raak.

Gassprekers word ook oor middagetes deur die IPS genooi om werkswinkels vir studente aan te bied, waarby groot baat gevind word.



**Mnr Dirk Pretorius**

### MASTERS DEGREES – MARCH 2010

The following candidates received their master's degrees at the March 2010 graduation ceremony:

**BECKER, J R.** (2010). *The influence of values on the attitude towards cultural diversity*. MComm. (*Cum Laude*). Study leader: Prof AS Engelbrecht.

**Abstract:** Although more than fifteen years have passed since the change in political dispensation in South Africa, the integration of citizens belonging to the previously disadvantaged sections of society is still progressing at a bewilderingly slow pace. The proposed theoretical model in an effort to answer the question that initiated the research implied

that values influence the attitude towards cultural diversity. Furthermore, it was argued that the relationship between values and the attitude towards cultural diversity is moderated by race and gender. The proposed theoretical model was formally assessed with the use of a convenience sample of 1 357 students from four prominent universities in South Africa (Northwest University, Cape Peninsula University of Technology, University of Stellenbosch, and Nelson Mandela Metropolitan University). The statistical analyses became naturally segmented in four distinct sections: The validation of the Schwartz Value Survey (SVS) and the Cultural Diversity Belief Scale (CDBS); the refinement of the SVS and CDBS; testing of the proposed theoretical model via Structural Equation Modelling (SEM); and testing the moderating effects of race and gender on the attitude towards cultural diversity by means of moderated regression analysis. Partial support was found for the proposed linkages between values main effects and the attitude towards cultural diversity, as well as for the moderating effects of race and gender on the value-attitude linkages. Conclusions were drawn from the results obtained and recommendations for future research have been made.

**KAMPS, J.M.** (2010). *The influence of diversity complexity and emotional intelligence on the attitude towards diversity in organisations*. MComm. Study leader: Prof AS Engelbrecht.

**Abstract:** The primary goal of this study was to design and conduct an analysis of the relationships between diversity complexity cognition, emotional intelligence and the attitude towards diversity. The aim of the study was to validate a theoretical model explicative of the structural relationships between these variables in the South African business context. The sample consisted of 237 employees from various South African organizations. The content and structure of the constructs were investigated by means of item analysis as well as confirmatory and exploratory factor analysis. The results of structural equation modelling (SEM) demonstrated good model fit for the refined measurement models and the structural model. A positive relationship was found between emotional intelligence and the latent variables of valuing individual differences and positive perceptual depth. The practical implications were highlighted to ultimately inform management seeking to build an ethically diverse and productive workforce that values the individuality of others.

**KGOSANA, M.C.** (2010). *An explanatory study of family stability in families experiencing deployment*. MComm (Psych). Study leader: Dr GAJ van Dyk.

**Abstract:** Contemporary militaries are facing an increasing number of deployments compared to their previous counterparts. This is the result of globalisation and the acknowledgement of interdependence between various countries. The demand is even higher in the South African National Defence Force because of its geographical and socio-political position.

The demands posed by deployment put tremendous pressure on even the healthiest of families. The situation is aggravated by the structure of most military families, cohesive nuclear families isolated from the support of extended families. The resulting conflict arising from the incompatibility affects all facets of a soldier's life and his/her family. The inevitable consequences include stress, and attitudes such as job dissatisfaction, marital dissatisfaction, and low life satisfaction. The culmination of these negative consequences spill over to work performance and family stability.

The important findings of this study are the confirmation of the significant link between the endogenous latent variable, *Work Family Conflict (WFC)* and the endogenous latent variables of *Stress* and *Job Satisfaction*. The logical conclusion that can be drawn from this is that the high job demands, which are beyond the control of a soldier, pose challenges by demanding him/her to be available for deployment, thereby triggering *WFC* which then results in stress that is known to have deleterious effects on the individual employee, the family, the co-workers and the organisation at large. Furthermore, the commencement of *WFC* also results in deterioration of *Job Satisfaction*. Mention must also be made of the veracity of the significant link between the endogenous variable, *Marital Satisfaction*, and the endogenous latent variable *Family Stability*. This finding enjoins the policymakers to heed the importance of families in soldiers' lives and the resultant effects on job performance. The finding of a significant link between *Task Performance* and *Family Stability* supports the foregoing argument.

Based on the research results the researcher proposes a number of recommendations to the SANDF leaders and policymakers for future effective peacekeeping missions.

**KWAKWALA, B.O.K.** (2010). *A critical evaluation of the dispute resolution functions of the Commission for Conciliation, Mediation and Arbitration (CCMA)*. MComm. (Cum Laude). Study leader: Mr G. Cillié.

**Abstract:** This research attempts to answer the following question: Is the Commission for Conciliation, Mediation and Arbitration (CCMA) delivering an efficient, accessible and quality dispute resolution service? The literature review

indicates that, in terms of efficiency, the CCMA underperformed in the early years, from its inception to the year ended 2004. Improvements started trickling in after 2004. The literature review portrays a positive picture of accessibility: that the CCMA is accessible to its users. As for the quality of dispute resolution, the literature review paints a negative picture: that the CCMA does not provide a quality dispute resolution service. The researcher collected primary data from parties to dispute resolution at the Cape Town Office of the CCMA, using a self-developed questionnaire. The results show that the CCMA continues to grow and build on its previous efficiency successes: the CCMA concludes conciliations and arbitrations within the statutory time limits of 30 days and 60 days respectively. The results also show that the CCMA is accessible: the respondents found the process of referral and the actual processes of conciliation and arbitration informal. The results also show that the CCMA provides quality dispute resolution. All the respondents ranked the quality of conciliations and arbitrations positively. The results for efficiency and accessibility support the literature review. The results for quality of dispute resolution contradict the literature review. Based on these findings, insightful conclusions are drawn and recommendations are made to the CCMA for improving their dispute resolution function.

**MAHEMBE, B.** (2010). *The relationship between servant leadership, team commitment, team citizenship behaviour and team effectiveness: A exploratory study*. M.Comm. Study leader: Dr Z Dannhauser.

**Abstract:** The overarching aim of the present study was to determine the manner in which leadership, specifically servant leadership, affects team effectiveness. In an attempt to answer this question, an explanatory structural model that purports to explicate the manner in which leadership affects team effectiveness was subsequently developed and tested. The study was conducted using primary and secondary school teachers from schools in and around Stellenbosch, in the Western Cape (South Africa). Each school was regarded as a team. Out of the 400 questionnaires distributed to the members of the teams, 201 ( $n=201$ ) completed questionnaires were received comprising 29 teams. The respondents who participated in the study completed four questionnaires – joined together in one composite questionnaire. The four questionnaires constituting the composite questionnaire were: the rater version of the Servant Leadership Questionnaire (SLQ) of Barbuto and Wheeler (2006) - an SLQ self-report version also exists; the Team Commitment Survey of Bennett (1997); the slightly modified version of the Organisational Citizenship Behaviour Scale (OCBS) developed by Podsakoff and Mackenzie (1994) and the Team Effectiveness

Questionnaire (TEQ) developed by Larson and LaFasto (1989).

The proposed model was tested using structural equation modelling (SEM) via LISREL version 8.54. Overall, it was found that both the measurement and structural model fitted the data reasonably well. From the results obtained in this study it can be concluded that there is a very weak negative relationship between servant leadership and team effectiveness, while there are significant positive relationships between servant leadership and team commitment, team commitment and team citizenship behaviour, and team commitment and team effectiveness. Team citizenship behaviour has a slightly strong inverse effect on team effectiveness. Furthermore, team commitment has been found to be a strong moderator in the relationship between servant leadership and team effectiveness.

The relationship between servant leadership and teams is a promising area for professionals concerned with enhancing the functioning of teams regardless of the research design. Servant leadership incorporates the ideals of empowerment, team building, participatory management and the service ethic necessary for the promotion of people-oriented skills. The variables that have been utilised in the present study are both context dependent and context sensitive. It is hoped that the practical implications of the present study will contribute immensely to the advancement of human potential. Directions for future research have been suggested for the continuous improvement of team dynamics in the workplace.

**RÖNN, M.** (2010). *The relationship between career management on organisational commitment: The moderating effect of openness to experience*. MComm. (*Cum Laude*). Study leader: Mr FS de Kock.

**Abstract:** This research study investigated firstly, the direct relationships between career management activities (i.e., both individually and organisationally driven) and affective organisational commitment, and, secondly, it explored the role of individual differences in this process by examining the moderating role of personality (in the form of openness to experience) in this relationship. Employees' perceptions regarding the organisation's career management activities influenced whether individuals initiated internally or externally oriented career self management activities. More committed individuals, on their part, were engaged more in internally oriented individual career management and practiced less career management activities aiming at leaving the organisation. Openness to experience did not moderate the relationship between organisational career management and

commitment, but it did moderate the effect of commitment on individuals' career self-management activities.

**ROUX, S.** (2010). *The relationship between authentic leadership, optimism, self-efficacy and work engagement: An exploratory study.* MComm. (*Cum Laude*). Study leader: Dr Z Dannhauser.

**Abstract:** This study was rooted in the emerging positive psychology paradigm of a positive approach to organisational behaviour. The assumption of this study was that certain variables influence work engagement, and it was therefore important to gain an understanding of these antecedents of work engagement. The aim of the study was to investigate the respective relationships that exist between the positive organisational psychological constructs, namely authentic leadership, optimism, self-efficacy and the influence of these variables on work engagement. A study to obtain more clarity about these aspects was therefore planned and executed. Based on the literature, a model depicting a sequential process of interrelationships amongst the constructs was proposed in the study. Both survey and statistical modeling methodologies were employed to guide the investigation. In order to conduct this survey research, an electronic web-based questionnaire was used as the method of data gathering. The questionnaire was programmed and posted for a period of three weeks on the portal of the company where the survey was conducted. A total of 781 e-questionnaires were sent out to the employees working in the particular organisation (a large liquor producing company). A total of 407 (n=407) respondents who work in this company and participated in the study completed four questionnaires – comprising of one composite questionnaire they had to respond to electronically. The four questionnaires constituting the composite questionnaire to obtain the responses from the 407 employees, were the Authentic Leadership Questionnaire (ALQ), Life Orientation Test Revised (LOT-R), General Self-Efficacy Scale (GSES) and the Utrecht Work Engagement Scale (UWES). Confirmatory factor analysis was conducted to evaluate the proposed theoretical structure of each of the constructs. Exploratory factor analysis was only conducted to investigate the reasons where a poor fit was obtained from the confirmatory factor analysis. The results of a Pearson correlation analysis, stepwise multiple regression analysis, and the soft approach to structural equation modeling (SEM), indicated significant relationships between authentic leadership and work engagement, authentic leadership and optimism, optimism and self-efficacy, and self-efficacy and work engagement. Relationships between the constructs authentic leadership and self-efficacy, and optimism and work engagement, were found to be not significant.

With the unique combination of positive psychology variables included in this study, the study can be seen as making a contribution to the existing theory and literature by explicating the findings with regard to the interrelationships between authentic leadership, optimism, self-efficacy and work engagement.

## PERSONEELSAKE

Dr Gina Görgens-Ekermans has been promoted to Senior Lecturer as from the beginning of July 2010.

Me Michelle Visser (nee Jäckel) is vanaf Junie 2010 by die Departement as Lektor aangestel.



**Me Michelle Visser**

Dr Gina Görgens-Ekermans het op 6 Maart 2010 in die huwelik getree met prof Johan Görgens, verbonde aan die Fakulteit Ingenieurswese van die Universiteit van Stellenbosch. Weereens, ons gelukwensing aan hulle!



**Die Görgens egpaar!**

Dr Görgens-Ekermans spent 5 months in Canada and the USA on sabbatical. She collaborated with colleagues at Calgary

University on publications and conference papers. She also attended a debate series on HIV / AIDS in Washington DC, presented by the World Bank and USAID. As part of her visits to Calgary University, she presented a workshop on *Cross-cultural research methods and assessment*, at a research conference at Calgary University.

Mnr Francois de Kock en sy vrou, Sulene, verwag hul tweede baba teen einde September.

## NEWS SNIPPITS!

- ❖ Students and practitioners interested in CPD points should visit CPD Well. Go directly to: <http://www.unistel.co.za/cpdwell/index.html>

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